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PublicationsAFFIRMATIVE ACTION STEPSORGANIZATIONAL COMMITMENT

Obtain visible top level support of affirmative action in the form of an independent policy statement to all staff by Deputy Minister or own Agency Head conveying commitment.

Employee management participation is the key to success of affirmative action effort.

ASSIGNMENT OF RESPONSIBILITY

Assign the greatest authority and responsibility for program in an individual from the senior level of your organization.

Attitude and ability should be most important factors in choosing responsible person.

Representative advisory committees should be established to assist and work with person responsible.

PROBLEM IDENTIFICATION AND ESTABLISHMENT OF DATA BASE

Should collect and analyze data and pinpoint areas of underutilization and underrepresentation of female resources.

Information should include but not be limited to:

- 1) sex breakdown of current work force
- 2) sex breakdown of job categories
- 3) breakdown by salary levels
- 4) breakdown by length of time in position
- 5) breakdown of applicants
- 6) skill levels and education of women in current work force
- 7) attrition rates of female and male work force

IDENTIFICATION AND TRACKING

Develop a format mechanism whereby women with potential can be identified as a basis for their future development and training.

Set up a remedial action file of promotable women which can be referred to when a vacancy occurs in an area of underrepresentation.

Give priority to female employees in upgrading programs.

EVALUATION AND REVISION OF THE PERSONNEL SYSTEM

Ensure that personnel regulations and procedures do not result in discrimination to female employees.

Review recruitment and classification standards to ensure they are job related.

Review selection procedures for objectivity and validity.

AFFIRMATIVE ACTION STEPS1. ORGANIZATIONAL COMMITMENT

- visible top level support of affirmative action in the form of an independent policy statement to all staff by Deputy Minister or Crown Agency Head conveying commitment.
- top management participation is the key to success of affirmative action effort.

2. ASSIGNMENT OF RESPONSIBILITY

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4. IDENTIFICATION AND TRACKING

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5. RE-EVALUATION AND REVISION OF THE PERSONNEL SYSTEM

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6. JOB RE-STRUCTURING

- use task analysis to identify and re-arrange tasks to make the best use of available talent.
- restructure professional or technical positions to develop upward mobility opportunities or create para-professional positions.
- create "bridge" positions or job ladders which allow individuals to transfer skills, knowledges and activities and eliminate dead-end positions.
- use task analysis and job restructuring to provide meaningful job content.

7. OUTREACH AND RECRUITMENT

- establish action programs to recruit women for a broader range of positions.
- ensure recruitment system and identification and distribution of job announcements are non-discriminatory.
- ensure personnel officials are responsive to your affirmative action program.
- use public relations and outreach methods to ensure women are aware of job vacancies.

8. SETTING OBJECTIVES

- develop annual and long-term targets and timeframes for all aspects of the affirmative action program, hiring, review of personnel practices, staff training, etc.
- incorporate as part of goal setting, review and performance appraisal system.

9. TRAINING AND DEVELOPMENT

- develop awareness seminars for employees and supervisors.
- ensure that qualified women participate in regular management training and development programs.
- provide training for upward mobility, e.g. management training for supervisors, etc.
- provide a counselling service for career planning and personal problems.

10. MONITORING & EVALUATION

- evaluate the affirmative action program in terms of actual vs. desired results.
- follow up with remedial action if necessary.

